

**CHAPTER 11**

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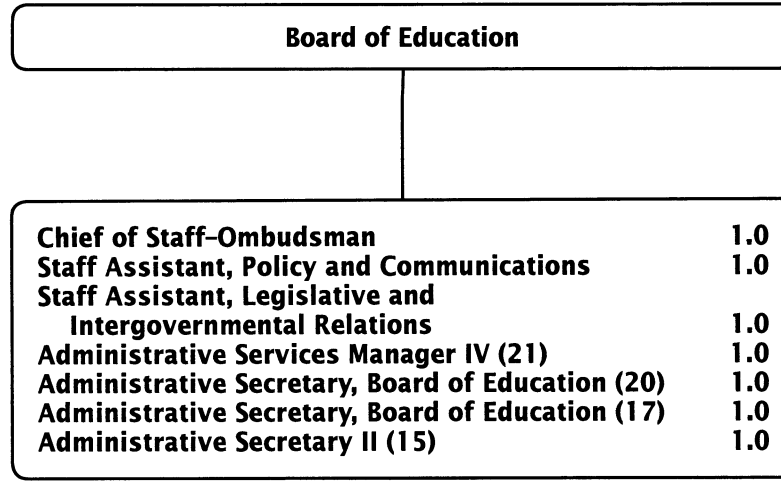
**Board of Education and  
Office of the Superintendent of Schools**

	<b>PAGE</b>
<b>Board of Education</b> .....	11-3
<b>Office of the Superintendent of Schools</b> .....	11-9
Office of Communications.....	11-15
Television Special Revenue Fund.....	11-15

**Board of Education and Office of the Superintendent**  
**Summary of Resources**  
**By Object of Expenditure**

<b>OBJECT OF EXPENDITURE</b>	<b>FY 2012 ACTUAL</b>	<b>FY 2013 BUDGET</b>	<b>FY 2013 CURRENT</b>	<b>FY 2014 BUDGET</b>	<b>FY 2014 CHANGE</b>
<b>POSITIONS</b>					
Administrative	8,000	8,000	8,000	9,000	1,000
Business/Operations Admin.	1,000	1,000	1,000	1,000	
Professional					
Supporting Services	32,000	32,000	32,000	35,000	3,000
<b>TOTAL POSITIONS</b>	<b>41,000</b>	<b>41,000</b>	<b>41,000</b>	<b>45,000</b>	<b>4,000</b>
<b>01 SALARIES &amp; WAGES</b>					
Administrative	\$1,168,299	\$1,230,525	\$1,230,525	\$1,431,183	\$200,658
Business/Operations Admin.	93,190	96,378	96,378	98,776	2,398
Professional					
Supporting Services	2,264,420	2,367,258	2,374,378	2,547,365	172,987
<b>TOTAL POSITION DOLLARS</b>	<b>3,525,909</b>	<b>3,694,161</b>	<b>3,701,281</b>	<b>4,077,324</b>	<b>376,043</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	157,379	158,685	158,685	157,800	(885)
Supporting Services	26,835	32,742	25,622	21,066	(4,556)
<b>TOTAL OTHER SALARIES</b>	<b>184,214</b>	<b>191,427</b>	<b>184,307</b>	<b>178,866</b>	<b>(5,441)</b>
<b>TOTAL SALARIES AND WAGES</b>	<b>3,710,123</b>	<b>3,885,588</b>	<b>3,885,588</b>	<b>4,256,190</b>	<b>370,602</b>
<b>02 CONTRACTUAL SERVICES</b>	<b>68,438</b>	<b>90,889</b>	<b>90,889</b>	<b>120,889</b>	<b>30,000</b>
<b>03 SUPPLIES &amp; MATERIALS</b>	<b>140,087</b>	<b>121,330</b>	<b>121,330</b>	<b>135,282</b>	<b>13,952</b>
<b>04 OTHER</b>					
Local/Other Travel	79,476	106,255	106,255	108,055	1,800
Insur & Employee Benefits	259,422	322,471	322,471	322,471	
Utilities					
Miscellaneous	46,296	66,972	66,972	66,972	
<b>TOTAL OTHER</b>	<b>385,194</b>	<b>495,698</b>	<b>495,698</b>	<b>497,498</b>	<b>1,800</b>
<b>05 EQUIPMENT</b>	<b>67,748</b>	<b>10,891</b>	<b>10,891</b>	<b>880</b>	<b>(10,011)</b>
<b>GRAND TOTAL AMOUNTS</b>	<b>\$4,371,590</b>	<b>\$4,604,396</b>	<b>\$4,604,396</b>	<b>\$5,010,739</b>	<b>\$406,343</b>

# Board of Education



**Mission** *The mission of the Board of Education is to provide leadership and oversight for a high-quality educational system with community-supported goals, policies, and resources committed to benefit our diverse student population. The Office of the Board of Education enables the elected Board to function as a cohesive and effective body in performing its responsibilities to adopt educational policy, ensure accountability, promote intergovernmental relations, and respond to community and student concerns.*

### Major Functions

As required by Maryland law, the Board maintains a “reasonably uniform” system of public schools designed to provide high-quality education and equal educational opportunity for all children.

Specifically, the Board determines, with the advice of the superintendent, the educational policies of the county school system. It also adopts, codifies, and makes available to the public the rules and regulations for conducting and managing the public schools. The powers and mandatory duties of the Board of Education are defined in the Education Article of the Annotated Code of Maryland and Title 13A of the Code of Maryland Regulations. The Board’s primary functions, aligned to support the strategic plan for the Montgomery County Public Schools (MCPS) strategic plan, *Our Call to Action: Pursuit of Excellence*, include, but are not limited to, the following:

- Selecting and appointing the superintendent of schools
- Adopting operating and capital budgets
- Making decisions on educational, budgetary, facility, and financial matters
- Establishing curriculum guides and courses of study
- Making continuous appraisal of the educational and administrative management of the school system
- Establishing school boundaries
- Acting in a quasi-judicial capacity, in particular, deciding appeals
- Advancing a legislative agenda
- Appointing personnel

To carry out its duties, the Board usually meets twice each month, convening for one all-day meeting and one evening meeting. Other meetings may be held to hear appeals; review and act on budgets and facilities; preside over public hearings; meet with other elected officials and public bodies; host community forums; hold parent, student, and employee meetings; and hold local, state, and national association meetings.

The Board performs its functions as a committee of the whole and through the work of the following standing

committees: Communications and Public Engagement, Fiscal Management, Policy, Special Populations, and Strategic Planning. These committees all work in alignment with their individual charters and the strategic plan to further the mission of the Board of Education by providing leadership and oversight of the school system.

The Board office works with the community and appropriate MCPS offices to address concerns related to school system decisions or actions. The office also researches and analyzes educational policies, practices, and budgets; coordinates all appeals before the Board; and provides legislative and intergovernmental information and represents the Board’s positions on these matters. The office maintains all records of the Board and handles its correspondence, calendars, and meeting materials.

### Trends and Accomplishments

The Office of the Board of Education supports the Board’s work, improves upon customer service to Board members and the community, ensures robust collaboration with key stakeholders, and allows for increased reporting, analysis, and communications capabilities. The Board is committed to constantly improving the school system’s educational practices, in response to the community’s willingness to examine alternative models of delivering educational services. Board protocols and processes, supported by Board office staff, ensure a proper alignment of committee assignments and work plans with the work of the full Board and the vision of the Board’s academic priorities with the overarching goal of strengthening the Board’s ability to harness its resources and use its committees as effectively as possible to support the work of the Board. Strengthening alignment of committee work with the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence*, enables the Board to ensure coherence in its overall work plan and facilitates the Board’s efforts to be proactive in its work. Over the past few years, the Board’s committees have evolved to more mature committees as they have assumed more responsibility in tackling key aspects of the Board’s work.

The Board also continuously reviews and adapts to changes in education laws, bylaws, rules, regulations, and policies. What follows is a summary of some of the Board’s actions in the past fiscal year:

During the 2011–2012 school year, the Board of Education modified the following policies: Policy IOD, *Education of English Language Learners*, which reaffirms the education of English language learners as a high priority for Montgomery County Public Schools (MCPS) and also ensures compliance with federal and state mandates regarding the education of English language learners; Policy ACG, *Access to Employment, Services, Programs, and Activities by Individuals with Disabilities*, provides a clear and comprehensive mandate for the

prohibition and elimination of any unlawful discrimination against individuals with disabilities and also affirms a strong commitment to the goals of the *Americans with Disabilities Act Amendments Act of 2008* as well as other applicable laws as they relate to employees, job applicants, and access to the school system's services by members of the public with disabilities; Policy ECM, *Joint Occupancy of Montgomery County Public Schools Facilities*, sets forth the criteria for joint occupancy of MCPS facilities; Policy KGC, *Child Care*, affirms the importance of high-quality child care and education settings for all children of Montgomery County and establishes the scope of the school system's role in partnering with the child care community in addressing child care needs; and Policy CNA, *Informational Material and Announcements*, informs the public and staff about displaying and distributing printed informational materials and announcements.

The Board also rescinded two policies: Policy EDC, *Furniture and Equipment*, given that relevant language was added to Regulation EDC-RA, *Control of Furniture and Equipment Inventory*; and Policy EFA, *Bank Accounts for Cafeteria Funds*, given that relevant language is fully addressed in the *MCPS Financial Management Handbook and the Division of Food and Nutrition Services Procedures Handbook*.

To ensure that the Board's voice is heard on statewide funding and legislative issues relevant to the needs of MCPS students and staff, the Board adopts a legislative platform each year, prior to the legislative session of the Maryland General Assembly. The legislative platform is shared with community stakeholders and elected officials in Montgomery County and across the state and is the basis for Board positions on legislation proposed throughout the legislative session. Of the 14 bills supported by the Board during the regular 2012 session, 13 were enacted.

During FY 2012, the Board adjudicated 119 appeals. Fifty-eight were related to student suspension, expulsions, teacher dismissals, early entrance to kindergarten, admission to highly gifted centers, and complaints from the public; and 61 related to transfers and consortia assignments. In addition, the Office of the Board of Education handled an average of five complaints per month made to the ombudsman, which were received through telephone calls, written correspondence, and walk-in visits. The ombudsman cases involved school-related cases clustered around student behavior (bullying, suspensions, and discipline), school environment (staff, climate, safety and security), curricular issues (class/grade placement, graduation requirements, and curriculum), enrollment (mainly related to determinations of residency), transportation (staff), and human resources (compensation).

For the past six years, the Board has implemented a process for public involvement in the MCPS strategic plan

and operating budget. This process greatly enhances public involvement in long-range strategic issues and emphasizes public involvement in the "development" phase of the strategic plan and the operating budget, instead of primarily in the "critique" phase following the superintendent's presentation of the operating budget. This process also has involved a heavy emphasis on bilingual support, through the use of bilingual support staff and translation equipment. Input from community members is constantly being analyzed and collated and the results shared with the Board and community members. As a result of this enhanced process for community involvement, community members from varied experiences and backgrounds have offered invaluable input into the update of the strategic plan and alignment of the budget with strategic plan initiatives.

### Major Mandates

- The Board is required to carry out Maryland's education laws and the bylaws, rules, regulations, and policies of the State Board of Education.
- The board also adopts, codifies, and makes available to the public policies and regulations for the conduct and management of the county public schools.

### Strategies

- The Office of the Board of Education will continue to support the Board in its work of monitoring and reviewing MCPS activities and programs to ensure that they are consistent with the Board's action areas. This will be done through appropriate research and consultation with the Office of the Superintendent of Schools.
- The long-range plans to achieve the MCPS vision for the future, the five goals necessary to reach that vision, and the academic priorities identified to guide specific actions to achieve the goals.
- These activities will be accomplished through increased and effective collaboration with the superintendent and staff and through the use of appropriate technologies. The Board office will continue to seek ways to expand outreach to the community and improve two-way communication between the Board and the community. In the coming year, the office will place an increased emphasis on data gathering and information sharing and using the data to ensure that the work of the office is aligned with the Board's strategic plan.

**Budget Explanation**

**Board of Education—711**

The FY 2014 request for this office is \$1,102,834, an increase of \$18,901 over the current FY 2014 budget. An explanation of this change follows.

***Continuing Salary Costs—\$18,901***

There is an increase of \$18,801 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Board of Education - 711**  
**Roland Ikheloa, Chief of Staff - Ombudsman**

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	7.000	7.000	7.000	<b>7.000</b>	
Position Salaries	\$732,759	\$747,188	\$747,188	<b>\$766,089</b>	\$18,901
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		133,500	133,500	<b>133,500</b>	
Supporting Services Part Time					
Other		2,540	2,540	<b>2,540</b>	
Subtotal Other Salaries	136,030	136,040	136,040	<b>136,040</b>	
<b>Total Salaries &amp; Wages</b>	868,789	883,228	883,228	<b>902,129</b>	18,901
<b>02 Contractual Services</b>					
Consultants		35,000	35,000	<b>35,000</b>	
Other Contractual					
<b>Total Contractual Services</b>	420	35,000	35,000	<b>35,000</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,228	7,228	<b>7,228</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	7,188	7,228	7,228	<b>7,228</b>	
<b>04 Other</b>					
Local/Other Travel		96,877	96,877	<b>96,877</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		61,600	61,600	<b>61,600</b>	
<b>Total Other</b>	114,407	158,477	158,477	<b>158,477</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$990,804</b>	<b>\$1,083,933</b>	<b>\$1,083,933</b>	<b>\$1,102,834</b>	<b>\$18,901</b>

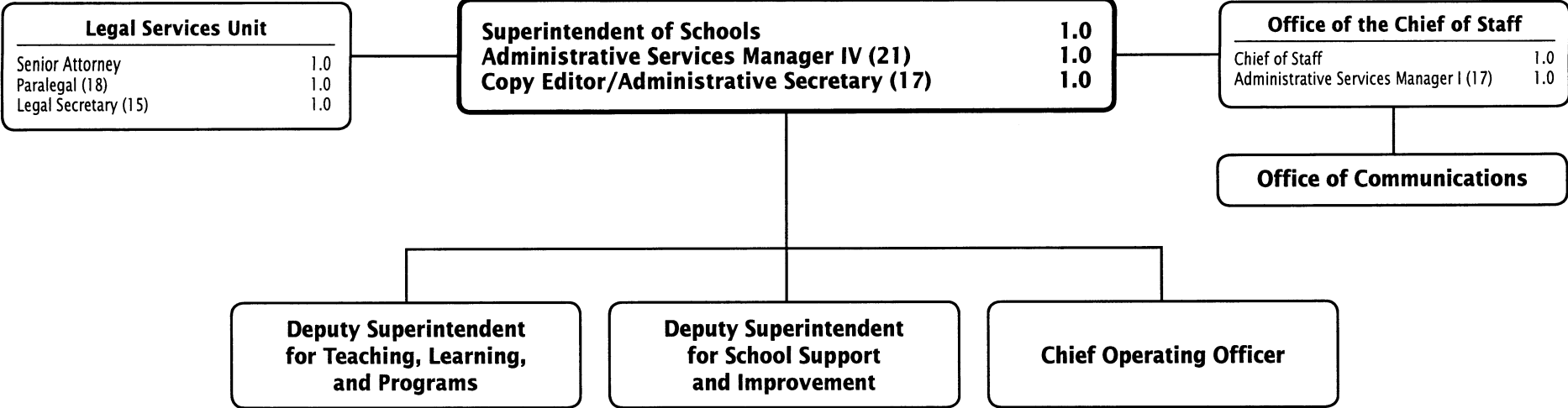
# Board of Education - 711

Roland Ikheloa, Chief of Staff - Ombudsman

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Chief of Staff - Ombudsman		1.000	1.000	1.000	<b>1.000</b>	
1	P Staff Assistant		2.000	2.000	2.000	<b>2.000</b>	
1	21 Admin Services Manager IV		1.000	1.000	1.000	<b>1.000</b>	
1	20 Admin Secretary to the Board		1.000	1.000	1.000	<b>1.000</b>	
1	17 Admin Secretary to the Board		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	



# Office of the Superintendent of Schools



Chapter 11 – 9

**Mission** *The mission of the Office of the Superintendent of Schools is to provide high-quality educational leadership in attaining excellence in teaching and learning in Montgomery County Public Schools (MCPS).*

### Major Functions

The superintendent supports the policies and academic priorities of the Board of Education and has overall responsibility for the attainment of rigorous standards of performance for students and employees. The superintendent leads educational initiatives designed to improve achievement for all students from prekindergarten through Grade 12, ensures high-quality teaching and accountability, provides the highest level of resources necessary to engage students and their parents in the learning community of their schools, and provides students with the academic credentials necessary in a global society.

The superintendent directs the academic and administrative functions of the school system and provides leadership in the implementation of the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence*; the annual operating budget; the six-year capital improvements program; and other initiatives. The superintendent's duties and responsibilities include those identified by law, by the policies and decisions of the Board of Education (Board), and by administrative regulations governing the operation of the school system. The superintendent leads the work of all schools and offices through an executive staff, with the primary assistance of the chief operating officer and two deputy superintendents. Personnel in the superintendent's immediate office include the chief of staff and support professionals.

The superintendent supports the responsibilities and functions of the Board as both superintendent and secretary-treasurer. The superintendent works closely with the president and vice president of the Board and provides them with guidance and counsel on matters of educational and public policy, academic standards and accountability, public funding, personnel, land use, and legal matters. His leadership team and office personnel work collaboratively with the Board's staff to develop thorough responses to inquiries and requests, prepare meeting documents, and successfully complete the business of the Board.

The superintendent also works closely with the leaders of parent and employee organizations; federal, state, and local officials; business leaders; civic and community representatives; and leaders of professional associations, universities, and organizations focused on school reform and improvement. These efforts reflect the public partnerships that the superintendent maintains in the implementation of effective strategies to improve teaching and learning.

### Trends and Accomplishments

Strategic academic and organizational initiatives continue to place MCPS among the very best school systems in the United States. These initiatives include ongoing improvements in teaching and learning; curriculum design and content; employee skills and expertise; programs and services for students with special needs; measures of progress and accountability; technology; parent and community outreach; and communications.

These efforts have led to the school system's recognition at the national level for academic and organizational excellence. MCPS was named a recipient of the 2010 Malcolm Baldrige National Quality Award, the highest presidential honor an American organization can receive for performance excellence through innovation, improvement, and visionary leadership. MCPS is only the sixth school system to receive this award, and is the largest, by far. MCPS also is the first Maryland-based organization to be a Baldrige recipient. Also in 2010, MCPS was selected as a finalist for the Broad Prize for Urban Education, providing MCPS students with \$250,000 in college scholarships. MCPS is the first district in Maryland and the Washington, D. C. region to be named a finalist for this prestigious award, which is the largest education prize in the country.

MCPS continues to be a model district for others engaged in reforming their educational practices. Education leaders from across the nation and around the world travel to MCPS to learn about the work taking place here to increase academic rigor and close the achievement gap. There is ample evidence that the reforms directed by the Board have produced outstanding results for students. Improvements in early childhood and elementary education have resulted in substantial progress in student achievement on state and county measures of academic performance; in 2012, 92 percent of elementary students scored at the "Proficient" or "Advanced" levels in reading on the Maryland School Assessment. The upgraded elementary curriculum—Curriculum 2.0—was implemented in all kindergarten and Grade 1 classrooms during the 2011–2012 school year, and was voluntarily implemented in Grade 2 in 119 elementary schools. The curriculum is being taught in all K–3 classrooms during the 2012–2013 school year. MCPS Curriculum 2.0 intensifies the focus on teaching the whole child; integrates thinking, reasoning, and creativity; and is based on new and internationally driven standards in reading, writing, and mathematics (Common Core State Standards).

Ongoing improvements in middle school, including reforms based on more rigorous and inclusive academic programs, are under way, with more than 62 percent of all eighth grade students taking and passing algebra. Strategic improvements in the high school program have resulted in unprecedented levels of student achievement on national measures of academic rigor,

including the Advanced Placement (AP) and International Baccalaureate (IB) programs. A historic high of 31,734 AP exams were taken by MCPS students in 2011; students earned a 3 or higher on 72 percent of the exams. Five MCPS high schools ranked in the top 100 in the Washington Post's 2012 High School Challenge rankings. All 25 MCPS high schools appear in the rankings, which represent the top 8 percent of the nation's high schools. Additionally, nine MCPS high schools were ranked among the nation's 1,000 best by Newsweek/The Daily Beast on its list of America's Best High Schools. Also in 2012, 11 MCPS high schools received gold or silver medals in the U.S. News & World Report ranking of the nation's best high schools, with three schools ranking in the top 100.

The performance of MCPS high school students on the SAT and ACT continues to significantly outpace the nation and the state. Students in the Class of 2012 posted an average combined SAT score of 1651, and SAT participation also remained high, with 71 percent of MCPS seniors taking the college entrance exam at least once during their high school years. A record number of graduates from the Class of 2012—3,094—took the ACT, earning an average composite score of 23.2, significantly higher than the state average of 22.1 and the national average of 21.1.

For the fourth year in a row, the MCPS graduation rate (87.6 percent) leads the nation's major school districts, according to an *Education Week* study. The Seven Keys to College Readiness was introduced in January 2009, providing parents and students with benchmarks and a definitive path for academic success following high school graduation.

The priority of closing the achievement gap by race and ethnicity, while simultaneously raising standards for all students, remains a significant challenge for the system and a central component for all initiatives. Of special focus is the underachievement of African American and Hispanic students, who represent more than 47 percent of total enrollment. These efforts coincide with priorities for improving achievement for students with disabilities, students with limited English proficiency, and students challenged by poverty, mobility, homelessness, and immigration. The number of students living in poverty increased last year by 2,169 students, with 32.3 percent of all students eligible to receive free and reduced-price meals. A total of 11.9 percent of students receive special education services and 13.1 percent, or 19,078 students, receive assistance through the English for Speakers of Other Languages Program (ESOL), more than the total enrollment of 13 Maryland school districts. Approximately 149,000 children attend schools in the system, the highest enrollment in Maryland and the 17th largest enrollment in the nation.

These initiatives and other increases in the costs of education, particularly in recruiting and maintaining

a high-quality workforce, are challenges affecting the school system's ability to sustain ongoing programs and services. As part of the MCPS Framework for Equity and Excellence, MCPS launched the Hiring for Excellence and Equity Initiative in 2010. Its focus is on transforming the selection and orientation process to ensure that every employee assumes 100 percent responsibility for the success of every student. High-quality public education is a priority in Montgomery County and remains a key element in measuring the county's quality of life. These measures enhance the continued progress of individual schools, the continued improvement in system-wide student achievement, and the overall excellence of the nearly 22,000 women and men who work in the system as educators and support professionals.

The federal *No Child Left Behind (NCLB) Act of 2001* and the *Maryland Bridge to Excellence in Public Education Act* have been two of the major factors affecting school improvement, standards, and accountability in the school system. While state and federal accountability systems have been impacted by Maryland's receipt of a federal waiver to NCLB, the schools system's commitment to accountability and school improvement remain strong. These federal and state initiatives were preceded by the Board of Education's adoption of the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence*, which is in the process of being updated.

Comprehensive planning strategies to design and implement the operating budget—based on the Malcolm Baldrige Criteria for Performance Excellence, with significant involvement of parents, employees, students, and other stakeholders—have been recognized repeatedly, including the 2005 U.S. Senate Productivity Award for Maryland. MCPS is the only large school system in the nation to receive a state productivity award, which measured system operations against corporate benchmarks. In 2006 the system was a finalist for the Baldrige National Quality Award before receiving it in 2010. The system's financial practices consistently receive recognition for excellence in financial reporting from the Government Finance Officers Association. These experiences are used as benchmarks for other school districts through the American Productivity and Quality Center in Houston. Forbes magazine also named the school system as one of the top five in the nation for delivering high academic performance at a relatively low cost.

As part of the school system's commitment to continuous improvement, three strategic priorities have been identified for specific focus in the coming years: professional development, interventions, and community engagement. In addition, to ensure that central office staff are supporting and serving principals and schools to improve teaching and learning, a reorientation process was initiated during the 2011–2012 school year. This includes several key organizational changes, including the addition of a new deputy superintendent of school support and improvement (replacing the chief

school performance officer position), a deputy superintendent of teaching, learning, and programs (a reconstitution of the deputy superintendent of schools position), a new associate superintendent of professional development and school support, and a new chief engagement and partnership officer. Successful communications and community engagement are critical to ensuring productive partnerships and robust community support. During the 2011–2012 school year, a variety of events—including Listen and Learn sessions for community and staff, book clubs, student town halls, and forums on specific topics—were held that engaged more than 3,000 participants.

### **Major Mandates**

The Office of the Superintendent of Schools administers the school system in accordance with the Education Article of the Annotated Code of Maryland, the bylaws of the Maryland State Board of Education as found in the Code of Maryland Regulations, and the policies and decisions of the Montgomery County Board of Education.

### **Strategies**

- Continue to lead strategic improvements, reforms, services, and innovations designed to achieve the academic priorities of the Board of Education.
- Continue to require high levels of achievement for all students, rigorous standards of performance by all employees, and effective collaboration with parents and other stakeholders in the improvement of public education in Montgomery County.
- Continue to improve and implement the strategic plan, develop responsive operating and capital budget recommendations, and ensure successful deployment of resources for continuous school improvement.
- Ensure fidelity of implementation for all Board of Education policies and decisions, as well as public accountability for student performance and organizational effectiveness.
- Continue to benchmark with other school systems and organizations about academic improvements, cost savings, strategic planning, information management, and evaluation and assessment practices.
- Ensure the timely and responsive dissemination of student performance data to improve instruction, to assess student progress and instructional programs, and to engage parent involvement in teaching and learning with their children.

### **Budget Explanation Office of the Superintendent of Schools—611**

The FY 2014 request for this office is \$905,109, an increase of \$277,705 over the current FY 2013 budget. An explanation of this change follows.

#### ***Continuing Salary Costs—\$9,823***

There is an increase of \$9,823 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

#### ***Other—\$267,882***

The FY 2014 budget includes the creation of a legal services unit that consists of a 1.0 attorney position, a 1.0 paralegal position, and a 1.0 legal secretary position. The cost for this unit will be partially offset by realizing outside counsel expenses that are currently budgeted in the Office of Chief Operating Officer and the Division of Equity Assurance and Compliance.

# Office of the Superintendent of Schools - 611

Dr. Joshua P. Starr, Superintendent of Schools

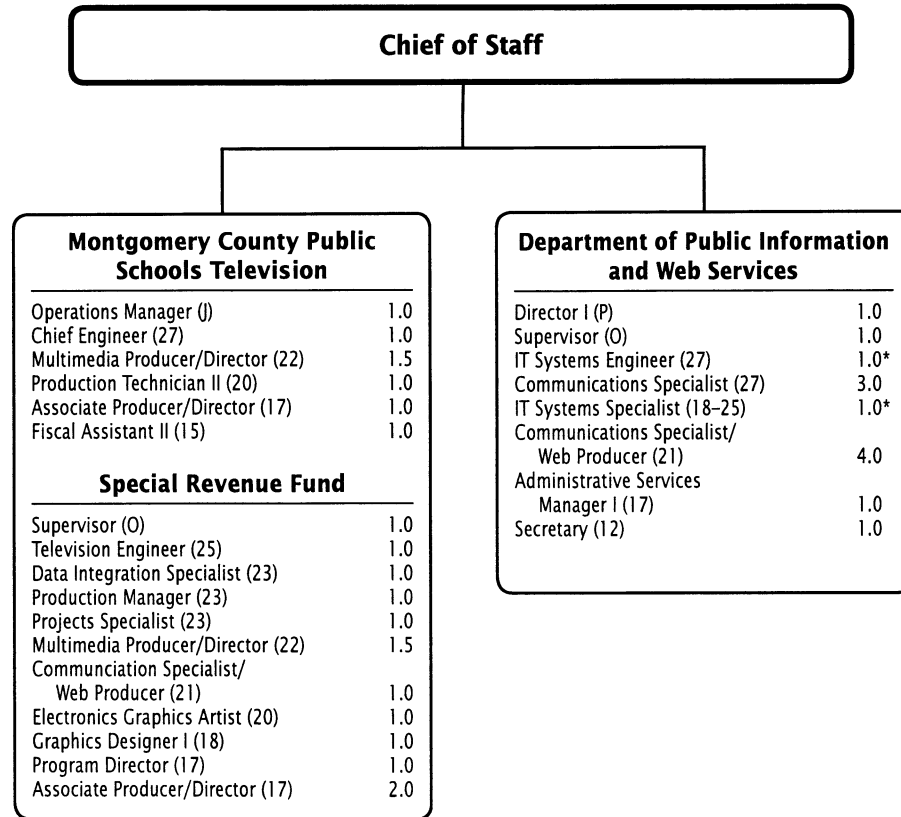
Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	5.000	5.000	5.000	<b>8.000</b>	3.000
Position Salaries	\$596,095	\$609,609	\$609,609	<b>\$887,014</b>	\$277,405
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,379	1,379	<b>1,379</b>	
Other					
Subtotal Other Salaries		1,379	1,379	<b>1,379</b>	
<b>Total Salaries &amp; Wages</b>	596,095	610,988	610,988	<b>888,393</b>	277,405
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		420	420	<b>420</b>	
<b>Total Contractual Services</b>	28,722	420	420	<b>420</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,500	10,500	<b>10,500</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	9,488	10,500	10,500	<b>10,500</b>	
<b>04 Other</b>					
Local/Other Travel		5,496	5,496	<b>5,796</b>	300
Insur & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	2,889	5,496	5,496	<b>5,796</b>	300
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$637,194</b>	<b>\$627,404</b>	<b>\$627,404</b>	<b>\$905,109</b>	<b>\$277,705</b>

# Office of the Superintendent of Schools - 611

Dr. Joshua P. Starr, Superintendent of Schools

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Superintendent of Schools		1.000	1.000	1.000	<b>1.000</b>	
1	Chief of Staff		1.000	1.000	1.000	<b>1.000</b>	
1	Senior Attorney					<b>1.000</b>	1.000
1	21 Admin Services Manager IV		1.000	1.000	1.000	<b>1.000</b>	
1	18 Paralegal					<b>1.000</b>	1.000
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	<b>1.000</b>	
1	17 Admin Services Manager I		1.000	1.000	1.000	<b>1.000</b>	
1	15 Legal Secretary					<b>1.000</b>	1.000
	<b>Total Positions</b>		<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>8.000</b>	<b>3.000</b>

# Office of Communications



F.T.E. Positions 30.0

(\*In addition, there are 2.0 Capital Budget positions shown on this chart.)

**Mission:** *The purpose of the Office of Communications is to communicate effectively and provide useful information that supports student success and connects Montgomery County Public Schools to its diverse community.*

## **Major Functions**

The Office of Communications (OC) is responsible for coordinating system-wide internal and external communications aligned with the Montgomery County Public Schools (MCPS) strategic plan. The OC supports schools, students, and staff; informs stakeholders, including the public, about the school system; promotes family-school partnerships; and supports school system central offices and business operations. The office is made up of two units: the Department of Public Information and Web Services and the Montgomery County Public Schools Television unit (MCPS TV).

### ***Support for Schools, Students, and Staff***

The Office of Communications is responsible for a wide range of functions that support schools, students, and staff members. The OC's multiyear Web Publishing System Migration Project provides schools with new web designs, improved content, and a web publishing system that enables school webmasters to more easily and quickly update their website content. The OC provides ongoing training and support to school webmasters and provides support to maintain television production equipment and studios in schools.

During emergencies and crises, the office plays a vital role in disseminating information through e-mail, telephone calls, MCPS TV, website announcements, text messaging, and Twitter, all in multiple languages. The OC also assists schools with their communications needs by providing guidance, working with the media, and developing and reviewing communications materials to students, staff, and families.

Students are direct beneficiaries of many services provided by the OC. The OC publishes the online high school course bulletin and online High School Assessment prep course and produces "Homework Hotline Live!" and "The Math Dude" to assist students with their coursework.

The office produces multimedia resources to support staff development and other aspects of the staff professional growth systems. In addition, the OC develops and supports web-related systems that enable school staff to stream video, administer online surveys, and fill vacancies online.

### ***Inform Stakeholders, including the Public, about the School System***

The OC is central to the school system's efforts to keep stakeholders informed about MCPS and increase transparency of the school system. The office uses an array of

communications tools—including the web, video, social media, original television programming, electronic newsletters, text messaging and printed materials—to reach the maximum number of users. The OC manages the MCPS website, [www.montgomeryschoolsmd.org](http://www.montgomeryschoolsmd.org), which provides continuous access to information, data, and systems that help customers interact with the school system. The OC manages the content on critical websites and pages such as the Board of Education, superintendent, budget, emergency website, and home page. The OC also manages a cable channel that provides news and information about MCPS programs, activities, and initiatives. In addition to parent newsletters and publications, the office publishes a weekly electronic staff newsletter (*The Bulletin*), a "Communications Update" e-mail to principals every two weeks to provide information and resources for them to share with their school community, develops multimedia informational products about MCPS, publishes online documents about the capital and operating budgets, and cablecasts and webcasts closed captioned Board of Education meetings. The OC also is responsible for responding to news media inquiries and fulfilling *Maryland Public Information Act* requests that are filed by the media and members of the public. In addition, the office conducts news conferences and coordinates the dissemination of Board of Education policies for review by community stakeholders.

### ***Promote Family-School Partnerships***

The OC develops numerous tools and mechanisms for providing information to parents and giving parents an opportunity to provide feedback about the school system. The OC publishes electronic newsletters in six languages, produces informational brochures and other multimedia resources for parents and also maintains foreign language mini-websites for parents in Spanish, Chinese, French, Korean and Vietnamese. The office also produces television programs and DVDs for parents in six languages on school system programs and resources. The OC manages the public website that allows families to access student grades, find forms, and pay fees online. The OC produces feedback cards and online surveys, and plays a pivotal role in organizing community forums, focus groups, and informational meetings where parents can voice their opinions, questions, and concerns. The office is also responsible for cable-casting the monthly Montgomery County Council of Parent Teacher Associations (MCCPTA) business meetings and works directly with MCCPTA leadership to share and disseminate information about district initiatives, programs and events.

### ***Support School System Central Services and Business Operations***

The OC plays an important role in ensuring that operations run smoothly and efficiently. It manages the MCPS website to provide access to MCPS operational resources and manages the 37 servers and systems that



schools and offices rely on to publish their web content. The services provided by the OC make it possible for the school system to accept electronic resumes, maintain an online staff directory, and access e-mail and ePaystub, and log into systems for staff development, data analysis, and financial management. The OC also assists offices and the Office of the Chief Technology Officer by providing web designs for off-the-shelf web-based systems such as myMCPS, Outlook, and Applicant Tracking. In addition, the OC produces training videos for curriculum initiatives, instructional strategies, grading and reporting, safety and security, among others. The OC also maintains the tools and servers that allow for Board of Education meetings to be streamed over the MCPS website.

### Trends and Accomplishments

Students, staff, and parents depend on clear, timely, and relevant information to make decisions, to be effective partners in the work of the school system, and to be successful in the classroom and the workplace. To better serve the growing numbers of parents, staff, students, and community members using the MCPS website, the Office of Communications launched a redesign of the site in 2011 and continues to make improvements to the site, based on the feedback from its users. Beginning with a focus on the main web pages, the website has been designed to make it easier for users to find information through better organized content and a significantly improved search function. The OC continues to focus on improving the architecture of the website so it is more instinctive and easier to use. As more internal and external stakeholders use the MCPS website, the total number of page views is growing rapidly and increased by around 54 percent from the end of FY 2011 to the end of FY 2012. The OC made significant upgrades to several office and program websites, including those on the year-long budget process, the continued roll out of Curriculum 2.0, and the new standards-based report card for students in kindergarten through Grade 3. The OC also added a website that makes our schools' most recent Independent Activity Fund (IAF) report available to the public and upgraded the "school-o-dex," improving access to school-specific information.

The OC continues to play an important role in directly supporting students, schools, and staff. Direct support to students is provided through a variety of tools and resources. By the end of the 2011-2012 school year, students had accessed more than 14.5 million questions on the High School Assessment (HSA) prep web application—3.2 million alone in FY 2012. Used by students all over the state, the HSA prep application was developed by the OC in partnership with the Office of Curriculum and Instructional Programs. Students also accessed two MCPS TV programs produced by the OC to enhance their learning: "Homework Hotline Live!" and the "Math Dude." By expanding the ways in which students could

seek help through "Homework Hotline Live!," and promoting it directly to schools and parent groups, more than 4,100 homework questions were answered through phone calls, text messages and e-mails in FY 2012. That is an increase of 52 percent compared with FY 2011. The award-winning "Math Dude" series, which reinforces algebra concepts, was viewed nearly 80,000 times directly through MCPS TV web pages in 2011–2012. "Math Dude" can be viewed on the MCPS TV cable channel, on the web, and is available as a podcast.

In 2011–2012, an additional 42 school sites and at least six office sites were moved into the new Web Publishing System. The migrations simplified each site, eliminated inaccurate and outdated content, and further enabled webmasters to update their sites more easily and frequently. The migrations also streamlined the sites, reducing the burden on the school district's servers. In total, 195 schools and 55 offices have been migrated to the Web Publishing System over the last five years. All schools will have been migrated into the new Web Publishing System by the end of FY 2013.

The OC provided direct web-related training to 55 MCPS staff who support more than 1,300 school and office webmasters and fielded 2,171 requests for assistance as part of its daily support to webmasters. OC engineering staff received 144 service requests to repair television-related equipment in school media centers, totaling 1,718 hours. OC staff reviewed, edited and wrote communications content for principals and provided support to school-based leadership at various community and public events, as well as during emergency situations.

Parents must have access to accurate and clear information in a variety of formats and languages if they are to be effective advocates for their children. The OC communicates with families through print, television, video, telephone, web, e-mail, and social media. The OC publishes a monthly electronic newsletter for parents, MCPS QuickNotes, which is available in six languages and has more than 36,000 subscribers; during 2011-2012, more than 1.8 million e-mail messages were sent. In partnership with the Montgomery County Government, the OC launched Alert MCPS in late 2009 to provide text messages and e-mails during weather-related emergencies and other major events that impact school-system operations. There are currently around 63,000 Alert MCPS subscribers, an increase of nearly 13,000 since the end of FY 2011. The office also produced 467 original programs for parents and the general public, totaling more than 400 hours of programming. Sixty-three of those programs were produced in foreign languages. This original programming has garnered three Emmy Awards and more than 100 national television awards over the last decade, including best overall TV programming by the National Association of Telecommunications Officers and Advisors (NATOA) for the last four years. The OC also worked in conjunction with

Montgomery County Department of Health and Human Services in planning and preparing for more than 140 FluMist vaccination clinics that were held in MCPS schools in 2011. The OC developed communications to parents in multiple languages, created a FluMist website, and provided resources to schools.

The office increased the use of video and social media tools in 2011-2012 to disseminate news and information about MCPS to all stakeholders. At the end of FY 2012, MCPS had more than 7,800 followers on the @MCPS Twitter account, among the most of any school district in the nation. Video packages produced by the office are included on the cablecast and webcast of MCPS News Update; the MCPS website; school web pages; the MCPS YouTube channel; in electronic correspondence with parents, staff and community members; and on cable television. A total of 84 news videos were produced in 2011–2012, an increase of 35 percent compared with the previous year.

The OC also produces the internal newsletter, *The Bulletin*, and, in 2011–2012, it published 41 editions that received 406,709 page views, an increase of more than 20,000 page views from the previous year. There was a continuing trend of strong media interest in the school system in 2011–2012, with the OC responding to more than 600 media inquiries and issuing 164 press releases. The OC responded to 77 *Maryland Public Information Act* requests and had an on-time response rate greater than 95 percent.

The OC was heavily involved in the entry plan for Superintendent of Schools Joshua P. Starr, giving students, parents, staff, and the community multiple opportunities to meet and interact with Dr. Starr. The OC planned and executed 28 entry events. This included four student town halls and three book club events that were streamed live on the MCPS website and cablecast live on MCPS TV. The OC also supported 17 Listen and Learn events and four spring forums that were attended by more than 3,000 people, combined.

In 2011–2012, the Office of Communications worked to improve the district's outreach to Spanish-speaking families and community members. In the past year, the OC has improved the Spanish section of the MCPS website, launched a weekly Spanish news program, created a Spanish Twitter feed and increased outreach to Spanish media. During the first six months of this initiative, MCPS has had 43 stories and interviews in Spanish media and has had interaction with 10 different Spanish-language media outlets. Washington Hispanic, the region's largest Spanish-language newspaper, publishes a column by Dr. Starr every other week.

## Major Mandates

- The *Maryland Public Information Act* requires that MCPS grant the public a broad right of access to records.
- The *Americans with Disabilities Act* requires reasonable modifications for individuals with disabilities. Documents or products are provided in alternative formats when requested.
- The Maryland State Board of Education requires each school district to implement a parental involvement program. The policy encourages schools and local school systems to implement long-term comprehensive programs that build on the strength of families and communities to improve student achievement.
- The federal *No Child Left Behind Act of 2001* includes requirements for parent and community involvement.
- Montgomery County Board of Education Policy ABA, *Community Participation in Decision-Making at the Local School*, requires collaboration with a broad range of community members and access and opportunity for diverse community stakeholders to be involved in decision-making processes.
- Montgomery County Board of Education Policy ABC, *Parent and Family Involvement*, and MCPS Regulation ABC-RA, *Parent Involvement*, require effective, well-structured, and comprehensive parental involvement practices that reflect the cultural and linguistic diversity of local school communities.
- *Our Call to Action: Pursuit of Excellence*—The MCPS Strategic Plan for 2011–2016 requires systemic efforts to strengthen family–school relationships and continue to expand civic, business, and community partnerships that support improved student achievement.

## Strategies

- Provide multimedia resources in multiple languages and multiple venues to inform parents, students, staff and community members about MCPS.
- Provide services, technical assistance, and multimedia resources to schools for staff, students, and parents.
- Collaborate with MCPS offices in the development of multimedia resources that support the implementation of the MCPS strategic plan.
- Implement processes and cost-effective technologies that streamline and broaden access to communications.

**Performance Measures**

**Performance Measure:** Total number of subscribers to MCPS QuickNotes e-mail news service.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
36,098	38,000	40,000

**Explanation:** MCPS QuickNotes is an e-mail news service that distributes information in six languages. The service includes a monthly e-newsletter and provides topic-specific information on a variety of subjects that a subscriber may choose. Parents make up 84 percent of all MCPS QuickNotes subscribers.

**Performance Measure:** Amount of content viewed from the MCPS web.

	FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
Page views per year	61,400,000	65,000,000	70,000,000

**Explanation:** This measure indicates how frequently the public and staff use the MCPS web to find information and access online systems important to school-system operations such as ePaystub, financial management system, Edline, myMCPS, etc. Page views measure each time a web page is opened. It is a more reliable measure than web “hits,” which is a measure of the number of files downloaded from the web server.

**Performance Measure:** Television programs/videos in multiple languages available for parents.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
63	94	105

**Explanation:** This measure indicates the number of video programs created specifically to assist parents who speak languages other than English with understanding MCPS and how to help their child succeed. The programs currently are produced in English, Spanish, Chinese, Korean, Vietnamese, French, and American Sign Language.

**Budget Explanation**

**Office of Communications—642/412**

The FY 2014 request for this office is \$1,534,433, an increase of \$98,965 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$12,805**

There is an increase of \$12,805 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignment—\$56,160**

There are a number of realignments budgeted to address priority spending needs within this office. There is a decrease of \$10,011 for the lease/purchase of equipment and a corresponding increase for program supplies. Also, there is a realignment of \$5,411 for supporting services part-time salaries to fund travel for professional development and program supplies. In addition, there is a realignment of a 1.0 photographer position from Editorial, Graphics and Publishing services to create a 1.0 communication specialist position and \$25,736 for contractual photography services in this office.

**Other—\$30,000**

There is an increase of \$30,000 for contractual services that are used to pay for closed captioning costs associated with MCPS television programs.

**Budget Explanation**

**Montgomery County Public School  
Television Special Revenue Fund—860**

The FY 2014 request for this fund is \$1,468,363, an increase of \$10,772 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$10,772**

There is an increase of \$10,772 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

# Office of Communications - 642/412

Brian K. Edwards, Chief of Staff

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	16.500	16.500	16.500	17.500	1.000
Position Salaries	\$1,186,049	\$1,308,036	\$1,315,156	\$1,384,121	\$68,965
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		25,185	25,185	24,300	(885)
Supporting Services Part Time		21,061	13,941	8,500	(5,441)
Other		2,720	2,720	3,605	885
Subtotal Other Salaries	35,594	48,966	41,846	36,405	(5,441)
<b>Total Salaries &amp; Wages</b>	1,221,643	1,357,002	1,357,002	1,420,526	63,524
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		37,869	37,869	67,869	30,000
<b>Total Contractual Services</b>	24,263	37,869	37,869	67,869	30,000
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		8,615	8,615	8,615	
Other Supplies & Materials		16,317	16,317	30,269	13,952
<b>Total Supplies &amp; Materials</b>	44,299	24,932	24,932	38,884	13,952
<b>04 Other</b>					
Local/Other Travel		1,882	1,882	3,382	1,500
Insur & Employee Benefits					
Utilities					
Miscellaneous		3,772	3,772	3,772	
<b>Total Other</b>	5,985	5,654	5,654	7,154	1,500
<b>05 Equipment</b>					
Leased Equipment		10,011	10,011		(10,011)
Other Equipment					
<b>Total Equipment</b>	29,963	10,011	10,011		(10,011)
<b>Grand Total</b>	<u>\$1,326,153</u>	<u>\$1,435,468</u>	<u>\$1,435,468</u>	<u>\$1,534,433</u>	<u>\$98,965</u>

# Office of Communications - 642/412

Brian K. Edwards, Chief of Staff

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>642 Office of Communications</b>						
1	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	O Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	27 Communications Specialist		1.000	1.000	2.000	<b>2.000</b>	
1	21 Comm Spec/Web Producer		4.000	4.000	4.000	<b>4.000</b>	
1	17 Admin Services Manager I		1.000	1.000	1.000	<b>1.000</b>	
1	16 Communications Assistant		1.000	1.000			
1	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>	
	<b>412 MCPS Television</b>						
3	J Operations Manager		1.000	1.000	1.000	<b>1.000</b>	
3	27 Chief Engineer		1.000	1.000	1.000	<b>1.000</b>	
3	22 Multimedia Producer/Director		1.500	1.500	1.500	<b>1.500</b>	
3	20 Production Technician II		1.000	1.000	1.000	<b>1.000</b>	
3	17 Assoc Producer/Director		1.000	1.000	1.000	<b>1.000</b>	
3	15 Fiscal Assistant II		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>6.500</b>	<b>6.500</b>	<b>6.500</b>	<b>6.500</b>	
	<b>Total Positions</b>		<b>16.500</b>	<b>16.500</b>	<b>16.500</b>	<b>16.500</b>	

# Instructional Television Special Revenue Fund - 860

Dr. Dick Lipsky, Supervisor

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	12,500	12,500	12,500	<b>12,500</b>	
Position Salaries	\$1,011,006	\$1,029,328	\$1,029,328	<b>\$1,040,100</b>	\$10,772
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		3,500	3,500	<b>3,500</b>	
Other		1,542	1,542	<b>1,542</b>	
Subtotal Other Salaries	12,592	5,042	5,042	<b>5,042</b>	
<b>Total Salaries &amp; Wages</b>	1,023,598	1,034,370	1,034,370	<b>1,045,142</b>	10,772
<b>02 Contractual Services</b>					
Consultants		11,100	11,100	<b>11,100</b>	
Other Contractual		6,500	6,500	<b>6,500</b>	
<b>Total Contractual Services</b>	15,033	17,600	17,600	<b>17,600</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		15,000	15,000	<b>15,000</b>	
Other Supplies & Materials		63,670	63,670	<b>63,670</b>	
<b>Total Supplies &amp; Materials</b>	79,112	78,670	78,670	<b>78,670</b>	
<b>04 Other</b>					
Local/Other Travel		2,000	2,000	<b>2,000</b>	
Insur & Employee Benefits		322,471	322,471	<b>322,471</b>	
Utilities					
Miscellaneous		1,600	1,600	<b>1,600</b>	
<b>Total Other</b>	261,913	326,071	326,071	<b>326,071</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		880	880	<b>880</b>	
<b>Total Equipment</b>	37,785	880	880	<b>880</b>	
<b>Grand Total</b>	<b>\$1,417,441</b>	<b>\$1,457,591</b>	<b>\$1,457,591</b>	<b>\$1,468,363</b>	<b>\$10,772</b>

## Instructional Television Special Revenue Fund - 860

Dr. Dick Lipsky, Supervisor

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
37	O Supervisor		1.000	1.000	1.000	<b>1.000</b>	
37	25 Television Engineer		1.000	1.000	1.000	<b>1.000</b>	
37	23 Data Integration Specialist		1.000	1.000	1.000	<b>1.000</b>	
37	23 Production Manager		1.000	1.000	1.000	<b>1.000</b>	
37	23 Projects Specialist		1.000	1.000	1.000	<b>1.000</b>	
37	22 Multimedia Producer/Director		1.500	1.500	1.500	<b>1.500</b>	
37	21 Comm Spec/Web Producer		1.000	1.000	1.000	<b>1.000</b>	
37	20 Electronics Graph Artist		1.000	1.000	1.000	<b>1.000</b>	
37	18 Graphics Designer I		1.000	1.000	1.000	<b>1.000</b>	
37	17 Assoc Producer/Director		2.000	2.000	2.000	<b>2.000</b>	
37	17 Program Director		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>12.500</b>	<b>12.500</b>	<b>12.500</b>	<b>12.500</b>	